

IMPACT OF ORGANIZATIONAL DEVELOPMENT INTERVENTIONS

J. CHANDRASEKAR¹ & MA. VELUSAMY²

¹ Research Scholar (Part-Time), Social Work, Manonmaniam Sudarhanar University, Tirunelveli, Tamil Nadu, India

² Assistant Professor, Department of Social Work, Alagappa University, Karaikudi, Tamil Nadu, India

ABSTRACT

This study attempts to bring out the impacts of Organisational Development interventions in public sector organizations that render effective service to the public. Besides, this research is mainly focusing on the employees' perspectives of their understanding and their involvement on Problem solving, suggestion schemes, Rewards & recognition, Trust, Conflict management, commitment, Collective responsibility and Employee morale and also, it observes the factors influencing on such measures, that need to be taken by the management to overcome such barriers and create better impact.

This research is a significant one, towards the contribution of exposing the realities in Organizational Development interventions, in the Port Sector companies. The study attempts to disclose the different levels of impact of OD interventions in Port Sector companies, which was perceived by its employees.

KEYWORDS: Organizational Development, Organizational Change, Performance Appraisal System, Quality Management, Quality Circles & Conflict Management.

Received: Sep 21, 2017; **Accepted:** Oct 10, 2017; **Published:** Nov 02, 2017; **Paper Id.:** IJHRMRDEC20171

INTRODUCTION

The fundamental goal of organization development is, to enable the organization more open and more adaptive, by enhancing in competence and potential with the intention that, the organizations incessantly implement planned change efforts on an action orientation basis (French & Bell, 1978). According to Beer (1980), the purpose of OD is enhancing congruence between organizational structure, method, strategy, human resources and culture, evolving innovative and creative organizational solutions, and promoting the organization's self-renewing capability. Brown and Harvey (2006) stated that, the specific intention of the planned OD interventions is the correct inefficiencies, solving problems, developing strengths and evolving areas of opportunities.

The OD goals of an organization are accomplished, through human resource management (HRM) functions, such as recruitment and selection, compensation management, integration and placement process (Durai, 2010). However, the selection of a particular HRM intervention programme, generally relies on the purpose of the OD goals (Durai, 2010) and on the participation of organisational members (Robbins & Decenzo, 2012). Significantly, OD diagnoses the gap between what is and what ought to be, and eventually identifying the shortcomings (Weisbord & Janoff, 2000). OD generates positive changes in organizations (Smither, Houston, & McIntire, 2016) and it involves all the parts of the organization (Schein, 2004). Undoubtedly, the key actors in the change process are employees and managers (Eijnatten, Shani, & Leary, 2008). The rationale behind inviting the key actors in an OD process is that, their participation strengthens team building (French, Bell, & Vohra, 2006) and establishes stronger linkages with the key stakeholders in the system (Iyer & Guharoy, 2009). One of the vital

parts in scaling up OD impacts, comprehends the interests of all key actors (Jones & Brazzel, 2014).

The significance of OD is highly realized by the internal or external consultant, general and other senior executives because, OD enables the whole organization be more resilient, adaptable and effective (Cummings & Worley, 2009). OD recognizes the substance of top management's commitment, support and involvement. Although, it is managed from the top hierarchy of the system (Schein, 2004), it also fosters a bottom-up approach, that helps to improve an organisation (McLean, 2006) and its effectiveness (Schein, 2004).

OD interventions comprise a wide array of activities that range from the revamp of an organizational structure to team building programmes, to individual mentoring and coaching (Hodges & Gills, 2015). Cummings and Worley (2009), classified the OD interventions into four types - 1) human process interventions at the personal, group and total system levels, 2) interventions that transform an institutional structure and technology, 3) human resources interventions that enhance member performance and wellness and 4) strategic interventions that involve managing the organization's relationship to its external environment and the internal structure and process, required to support a business strategy.

By observing the different types of OD intervention that, various authors have illustrated, predominantly, the following types of OD intervention: training and development, sensitivity training, team building, process consultation, force field analysis, survey feedback, large-group intervention, work design and direct feedback (Bhatia & Singh, 2000; Sharma, 2002; Warner, 2005; CiteHR, 2005; Lussier, 2009; Hodges, 2017). Training, development and sensitivity training have individual focus. Team building, process consultation and force field analysis, focuses the group. Survey feedback and large-group intervention have organization focus. Work design and direct feedback, have both individual and organization focuses (Lussier, 2009).

In India, the HR steering wheel ascertains three principal HRD functions: training and development, organisational development and career development (Nayak & Ganesh, 2014). While, observing the OD interventions in various organisations, on the whole, there is an inspiring upward vogue in implementing OD in Indian organisations (Sinha cited in Rao, 1991). However, there were sharp differences in OD interventions between Western and Asian firms (Dessler & Phillips, 2008). For instance, U.S. companies spent about \$171.5 billion, on learning and development in 2010 (Cummings & Worley, 2015). In the recent period, the conglomerates in India, China, Ireland, Poland, Costa Rica, and soon-to-be Africa, are investing and the economies are currently progressing (Sharkey, 2013). In the past two decades, HR trends in India have transformed, from the traditional to the experimental (Nayak & Ganesh, 2014).

Wendell French perceived OD is managing issues with the support of external or internal change agents (French, 1969). The core of Richard Beckhard's definition was on top management's contribution to organisational effectiveness, by using behavioural science knowledge (Beckhard, 1969). Whereas, Warren Bennis considered OD, in terms of educational strategy to transform beliefs and structure, in order to utilise new technologies, markets and challenges (Bennis, 1969). An elaborative meaning was articulated by Michael Beer that, OD is a primary data collection process that aimed at enhancing structure and system evolving organisational solutions, improving organisational capacity and bridging between organisation members and change agents (Beer, 1976). Chell (1993) explained OD interventions, as arrays of planned activities, whereby groups or individuals involve in tasks that aim for organisational improvement.

Statement of the Problem

The existing organisational dynamics of power and politics has been playing a crucial role, in the retardation of

the execution of the organisational interventions in the companies in India, especially the companies undertaken by the Government of India. There are less evidential records of the studies on OD interventions, in public sector companies in India. The studies pertaining to the perception of the employees about the OD interventions in India are considerably fewer than the studies conducted in the western countries. This observed gap is a barrier to proper understanding of the range and impact of the OD interventions. The outcomes of this study validate the impacts of OD intervention in the public sector company.

There is a connotation that, OD intervention is poorly executed in the Asian countries, when compared with the Western countries. When examining the studies carried out in India, there is a lacuna in the studies pertaining to OD interventions and its impacts, in the public sector undertakings. To narrow this gap, this study was undertaken.

Research Objectives

The overall aim of this research is to study the impacts of the OD interventions in Tuticorin Port Trust and its impacts on the employees. In order to achieve the overall aim, the following objectives are pursued:

- Analysis of socioeconomic background of the employees of the Tuticorin Port Trust.
- Classification of levels of OD interventions in the Tuticorin Port Trust.
- Observation of the impacts of OD interventions on the employees of the Tuticorin Port Trust.
- Analysis of factors contributing towards the impacts of organizational development of the Tuticorin Port Trust.

Back Ground of the Study

This study mainly observes the calibrations of change and its courses happening, in V.O. Chidambaranar Port Trust (common parlance is Tuticorin Port Trust), which is a body corporate constituted under Chapter II, Section 3 (1) of the Major Port Trust Act 1963 by the Central Government. It operates under the administrative control of the Ministry of Shipping, Government of India. Tuticorin Port Trust is one of the largest economic engines, in the southern part of Tamilnadu and continues to be a shining star facilitating India's economic growth. Even, during the time of economic downturn, there was a continuous and steady flow of exports and imports through the Port, due to its efficiency, vision and market orientation.

RESEARCH METHODOLOGY

The research methodology presents the field of study, research design adopted, tools used, sampling technique, pilot study, and pre-test, actual data collection, working definitions, methods of analyses and interpretations and limitations of this study.

Field of Study

The field of study is Tuticorin Port Trust in Tuticorin. The reported number of employees is 1197. The population of the study is the employees in class I, class II, class III and class IV categories.

Research Design

This study employed descriptive research design to garner empirical details, with the help of a structured questionnaire to analyse the impacts of OD interventions, in the closed work setting in Port sector sites.

Sampling Techniques

As per the records of Tuticorin Port Trust, the total number of employees in the Port Trust is 1197, this was fixed as the universal population of the study.

As the universe of this study was 1197 employees, it was decided to select 300 samples from the study population, based on the computation of the margin of the error (fixed at 4.90%), the confidence level (95%), the population size (1197) and the response distribution (50%). Stratified Proportionate Simple Random Sampling was employed in the selection of the samples. The number of employees in each class (class I, class II, class III & class IV), was considered as 'strata' and proportionately the samples were selected from each class of 4 class categories. Thus, the total numbers of samples collected were 300. However, the representation of the samples was focused on the class and it was also ensured that, gradual distribution of the sample population across 7 major departments of the Port Trust.

Tool for Data Collection

A questionnaire was constructed, based upon the objectives to collect field level data. The questionnaire was developed in English. The primary populations of the study are the employees, who are in class I, class II, class III and class IV categories.

Questionnaire with 6 parts was administered for primary data collection. Part I derive data on the socioeconomic background of the respondents, Part II on the opinions of the employees, about the impacts of OD interventions on the basis of Problem solves, suggestion schemes, Rewards & recognition, Trust, Conflict management, commitment, Collective responsibility and Employee morale. Four-point Likert scale was used in the questionnaire in part II.

Analysis and Interpretation Data

The collected and collated data were codified, fed into the computer and analysed. The Statistical Package for Social Sciences was used for data feeding and analysis. The analysed tables and statistical tests were presented with suitable interpretation. Frequency distribution was administered and presented.

LIMITATIONS

- Standardized tool was not employed in this study.
- Initially, some of the employees were reluctant to fill-up the questionnaires. They were given assurance that, the disclosed data would be kept confidential and it would be primarily used for research.
- In spite of the above challenges, the primary data from the respondents were collected and used successfully for analysis.

Major Findings

Socioeconomic Backgrounds

- Nearly nine-tenth of the respondents is males.
- One-fourth of the respondent's representative from the maintenance and conservation department of the Port Trust.
- The female respondents are higher than the male respondents, in the administrative department, then compared to

other departments.

- A considerable proportion of the respondents (58%) are working as Class III employees.
- Of the total respondents, a substantial proportion of them (34.7%) are in the age range of 25 to 35 years. Around three-fifth of them are positioned in the Class III category.

Classification of OD Interventions

- The means of the level of team building and the level of intergroup relations have higher values (5.89 each), than the other three components (sensitivity training, survey feedback and process consultation).
- A majority of the respondents (72%) view that they have received moderate levels of sensitivity training programmes.
- More than half of the respondents (53.3%) opine that survey feedback is organised at moderate levels.
- A sizeable proportion of the respondents (53.3%) have scored the process consultation, as a part of OD intervention to moderate levels.
- More than seven-tenth of the respondents perceives the team building exists at moderate levels.
- Around four-fifth of the respondents believe that, the intergroup relations of the organization are at moderate degrees.
- 79.7% of the respondents moderately graded the OD interventions.

Classification of Impacts of OD Interventions

- The mean of the level of trust has the highest value of 7.83 then the other seven indicators.
- Most of the respondents (58%) scale that the work-related problems, are resolved to a moderate degree.
- 56% of the respondents stated that, the suggestion schemes are implemented to a moderate level.
- Most respondents (66.7%) have moderately scored the levels of rewards and recognition that, have existed in the organisation.
- Around four-fifth of the respondents believe that, the team and themselves have mutual trusts to a moderate degree.
- 73.7% of them have moderately scored the levels of managing the conflict situations.
- 68% of them believe the mutual commitment has existed at a moderate level.
- 57.3% of them view the collective accountability to a moderate extent.
- Most respondents (67%) have moderate levels of morale.
- 69.3% of the respondents perceive that moderate levels of impacts of OD interventions of the company.

CONCLUSIONS

The results of this study accentuate the need and significance of OD interventions in organizations, which are either in service or business sectors for organisational effectiveness, in order to overwhelm the challenges and competitiveness. The essence attached to the OD interventions is that, it would build mutual trust and commitment between management and employees, and enable them to collectively resolve the organisational issues and address the concerns, and move towards positive organisational development.

REFERENCES

1. Beckhard, R. (1969). *Organization Development: Strategies and Models*. Boston: Addison-Wesley.
2. Beer, M. (1976). *The Technology of Organization Development*. Chicago: Rand McNally.
3. Bennis, W. (1969). *Organization development: Its nature, origins, and prospects*. Reading, MA: Addison-Wesley.
4. Chell, E. (1993). *The psychology of behaviour in organizations*. In C. Huffington, C. F. Cole, & H. Brunning, *A Manual of Organization Development*. London: MacMillan.
5. Cummings, T. G., & Worley, C. G. (2009). *Organization Development & Change*. Mason, USA: South-Western Cengage Learning.
6. French, W. (1969). *Organization Development: Objectives, Assumptions, and Strategies*. *California Management Review*, 12 (2), 23-34.
7. Gunasundari, K. (2013). *Organizational Excellence - A constructive role of creative leadership*. *South Asian Journal of Marketing & Management Research*, 3 (2), 23-30.
8. Gupta, A. (2000). *Quality management practices of ISO vs non-ISO companies: a case of Indian industry*. *Industrial Management & Data Systems*, 100 (9), 451-455.
9. Kandula, S. R., & Bapuji, B. H. (2005). *Why do HRD Concepts fail in Practice?* In S. R. Kandula, *HRD in Competitive Business Environment: Realities, Challenges & Practices* (pp. 103-106). Hyderabad: The ICFAI University Press.
10. Lau, C. M., & Ngo, H. Y. (2001). *Organization Development and Firm Performance: A Comparison of Multinational and Local Firms*. *Journal of International Business Studies*, 32 (1), 95-114.
11. Mulili, B. M., & Wong, P. (2011). *Continuous organizational development (COD)*. *Industrial and Commercial Training*, 43 (6), 377-384.
12. Neuman, G. A., Edwards, J. E., & Raju, N. S. (1989). *Organizational development interventions: A meta-analysis of their effects in satisfaction and other attitudes*. *Personnel Psychology*, 42, 461-489.
13. Rao, T. V. (1991). *Readings in Human Resource Development*. New Delhi: Oxford & IBH Publishing Co. Pvt. Ltd.
14. Stephen, A. H. (1997). *Socio-technical systems theory: an intervention strategy for organizational development*. *Management Decision*, 35 (6), 452-463.
15. Xavier, J. V. (2014). *The Role of vision and mission in the Organisation Development Practices*. *International Journal of Engineering and Management Research*, 4 (12), 2249-2585.